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**BRAND DEVELOPMENT FOR VIETNAMESE SHRIMP
IN FINLAND**

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ABSTRACT

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<p>Brand development is an activity to strengthen brand power through increasing perceived value and expanding brand to improve brand asset value. It is an essential motivation to improve competitive capability for many businesses.</p> <p>The aim of this thesis is to propose orientation and several brand development solutions for Vietnamese shrimp to have a stable position in Finland. With the power strength of aquaculture, especially shrimp, Viet Nam is still on its way to achieve title "product of Viet Nam" in EU market in general and particularly in Finland.</p> <p>Solutions and orientation in this thesis are mainly conducted through actual state of Vietnamese shrimp export. Statistic data is taken from the Marketing department at Vietnam Association of Seafood Exporters and Producers (VASEP) as well as the secondary data such as textbooks, electronic reports and journals.</p> <p>Hopefully, this study contributes value ideas, set a base for development of Vietnamese shrimp when exported to Finland in the near future.</p>		
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1. INTRODUCTION

Nowadays, the term 'brand' is not a strange perception anymore, the brand creates conceived value, prestige, outstanding and other values in the market, and becomes one of the essential factors in maintaining, expanding, developing domestic and foreign market; simultaneously a healthy playground with attractive competition. Furthermore, brand development is an activity to strengthen brand power through increasing perceived value and expanding brand to improve brand asset value. It is a big concern for many businesses in general as well as Vietnamese seafood producers in particular. This thesis deals directly with brand development for Vietnamese shrimp export to Finland. Aim of this thesis is to propose orientation and several brand development solutions for Vietnamese shrimp to have a stable position in Finland.

Firstly, the thesis deals with a new approach with the term 'brand' and 'brand development', compared to previous research. Besides, the thesis suggests necessary contents to develop brand for Vietnamese shrimp as well as study experiences in brand development from several countries in the world such as Thailand and Norway. Secondly, the thesis assessed actual state of Vietnamese export seafood in the world and EU, later is about shrimp export in Finland. Finally, based on assessment about the actual situation, the thesis proposed orientation and several brand development solutions for Vietnamese shrimp to have a stable position in Finland.

However, the limitation in this thesis is even though, Vietnamese shrimp have appeared for a while in Finland, it doesn't have an independent position in the market, so that the thesis cannot go deeply about actual state of Vietnamese shrimp export in Finland. Instead, it focused on the consuming trend in Finland, opportunities and difficulties when Vietnam exports shrimp to Finland. Thesis brings up the forecast until year 2030. Still, it is just the forecast, it may change due to the market situation.

In terms of methodology, three big text books about brand management as well as updated e-books and journals provide core literatures. Valuable information, ideas are processed and combined into orientations, solutions for this topic.

2. BRAND, BRAND DEVELOPMENT THEORY

2.1. Brand

Brand is a very popular terminology, used widely in many forums as well as in media. However, there are still many arguments related to this term. To have a better knowledge about brand, this chapter will approach brand in both traditional way and new way. In addition, brand elements, brand types, role and function are also mentioned. Furthermore, this chapter also discovers about brand development theory. Brand development is known as the activities to strengthen the brand with extending the brand, increasing value, in order to build the brand equity. In short, this chapter will enhance basic knowledge about brand and brand development.

2.1.1. Brand conception

Brand is a terminology used widely in Marketing, however, brand definition is an arguing matter for many professors around the world. In fact, the word brand is derived from the Old Norse word brandr, which means "to burn", by which the owners of livestock mark their animals to identify them (Keller 2013, 30).

According to American Marketing Association (AMA), a brand is a name, term, sign, symbol, or design, or combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition.

Another approach from Mr. Philip Kotler, he defined a brand as a "name, term, sign symbol (or a combination of these) that identifies the maker or seller of the product" (Kotler 1999, 571).

Even though, many managers consider brand created conceived value, prestige, outstanding and more values in the market, so that to create a brand, the important thing is to select a suitable name, logo design, symbol, package design,

or some features followed by the product from which the product can differentiate other products, services.

With traditional point of view, brand is considered as a part of product with its main function to identify and differentiate with competitors. However, this point is still limit because it cannot explain carefully the core value of brand. Besides the ability to identify and distinguish, brand has an essential role for businesses as well as consumers

According to these points of view above, there is a new approach of brand with a modern view and quite adequate definition. Brand is defined as a group of signs to differentiate goods, services of one business with goods, services of another business, besides, it is an image of one type or a group of goods, services or image of business, stored in customer's mind. So the real meaning of building brand is to build the image and impression, not just simply build signs to distinguish goods, services of one seller to other competitors in the same type (Nguyen 2009, 24-25.)

2.1.2. Brand elements

Brand name: combination of phrases, group of letters that we can pronounce. Brand names can be an extremely effective shorthand means of communication (Keller 2013, 147.) because it is speakable, the first sign that bring ability to distinguish for consumers. In many cases, businesses can use its own trade name to be brand name, appears on their goods, services. Take Coca Cola as evidence when it uses trade name as brand name. Moreover, businesses can operate online, through Internet, so the domain name will play a role as brand name to promote image as well as activities of business. To name a brand based on some factors such as: named by major and business field (Tiger Beer, Euro Windows, KFC); named by family, founder (Toyota, Ford, HP - 2 founders Hewlett & Packard); named by emotion, association (Clear, Sunsilk, Walkman) and some names do not relate to business field. Therefore, brand name is an important factor that let consumers distinguish when they hear or see the brand as well as a memory during buying process.

Logos have a long history as a means to indicate origin, ownership, or association (Keller 2013, 155). They are graphic images, graphics, layout of a business name, a product or may be a combination of both factors to create a brand identity. Logo is an important sign for customers to recognize the brand. Logo is typical symbol, the "face" of the brand.

Symbol: Featured images with meaningful personality and clear message that the brand wants to communicate. Celebrities like singers, models, actors, etc. may become a symbol. Moreover, logos and symbols also closely linked, difficult to separate because the logo or symbol or a combination of both elements, easily create awareness and differences immediately for customers when they directly see the product, service. Example: Image of the old man with the trident on Neptune oil or image tiger of Tiger beer.



GRAPH 1. Symbol of Neptune oil and Tiger Beer (*adapted from Tiger beer; Neptune Oil Group*)

Slogans are short phrases that communicate descriptive or persuasive information about the brand. They often appear in advertising but can play an important role on packaging and in other aspects of the marketing program (Keller 2013, 158.). It can be a message confirming the position of the enterprise in the market, orientate activities or demonstrate the benefits for consumers. For example when Pepsi first launched in the market, Coca Cola was already a giant in beverage industry. If Pepsi wanted to develop, it must have a slogan that aimed at one goal is to regain market share from Coca Cola. Pepsi took the slogan: "Generation Next", means there is a drink for new generation. With its slogan bearing with a clear objective to focus on young customers, Pepsi has attracted a

majority of young generations and stretched to become a redoubtable competitor of Coca Cola.

Jingles are musical messages written around the brand. We can think of jingles as extended musical slogans, and in that sense classify them as a brand element (Keller 2013, 164). Jingle is often associated with the brand in media activities. These tunes help consumers easily identify products of the same kind even if they have not been directly seen or experienced with the product. As an evidence, NOKIA has registered sound to their phone products, with brands No. 001040955 of the European community.

Packaging is the activities of designing and producing containers or wrappers of products (Keller 2013, 164). Each product has a separate design package, besides describing the product as well as providing necessary information when using the product, but the packaging is also significant factors affecting buying decisions. Consumers will easily recognize products in thousands of products of the same kind. For traditional brand, packaging is an essential factor, but for electronic brand, it is not.

Other elements: Besides those elements mentioned above, color, particular style and scent are also factors that strongly support in identifying and distinguishing brand. For example, consumers easily identify and distinguish a Coca Cola bottle and a Pepsi bottle through color printed on the bottle: red for Coca Cola and blue for Pepsi.

2.1.3. Brand types

Classifying a brand experiences different approaches as well as defining a brand with both new and traditional approaches. Furthermore, each type of brand will have different characteristics and distinctive specification that are suitable with different customer groups. So, brand strategy and development for each type of brand is not quite similar. Classification of brand based on the following criteria:

Coverage level: individual brand, family brand, collective brand national brand

Individual brand is a brand for each category of various goods and services, which we usually see every day, such as Downy, Tide, Ariel is individual brand of Procter & Gamble (P&G). Individual brand often carries outstanding characteristics, authentic features. In addition, individual brand also reflects in the package of products, creates a high choice for consumer even when there are brands of the same kind belonging to one company. For example, Sunsilk, Clear, Dove, etc. are Unilever's products, however each shampoo mentioned above has different attributes: Sunsilk with silky smooth nature while Clear with dandruff cleanliness and cool for scalp; specific characteristics are consistent with certain customer group.

Family brand is assigned to all the goods and services of a business (Nguyen 2009, 30). Family brand generalizes with high representation for the entire business. Nestle is assigned to all products of Swiss food and beverage multinational company. However, if the company wants to develop more products in other group then the use of family brand is unfavorable, therefore sometimes family brand could come along with individual brand. Like in the case of Nestle, there are several individual brands like Milo, Nescafe, Nestea, Nesquik, etc. Furthermore, there are some family brands associated with the name of the business or founder of business (Honda, Ford), so-called business brand.

Collective brand is a common brand for the goods produced by one producer or many businesses in one association. For example, Samsung makes a lot of different areas from phone to the washing machine, freezer, refrigerator etc. Each product of this brand has the same logo. Collective brands of many businesses in the same geographic area, joint production of one product, it is possible to mention Bordeaux wines. Referring to this, it is clear that collective brand also has similarities with family brand, which is the generality and ability to highly represent, but there are basic differences because collective brand are often related to associations: association of the same economic branch, association between large businesses, association by a geographic area (Bordeaux wine) or the association between different businesses in the same profession.

National brand is common brand for goods, service, image and identity of a nation, in which the image of the nation is expressed through elements such as name, slogan, history, specific geographic area, etc. National identity is reflected in some values such as friendly, dynamic, diverse, traditional and creative. In addition it also associates with competitive advantage, reflects the importance of the economy in the world. For example electronic appliances "Made in Japan" makes people think about long-lasting age, reliability, high quality. National brand has high representative, and apparently it is always associated with individual brand, collective brand or family brand. We can easily recognize the national brand of the Netherlands with the words "Made in Holland" run around the image of windmill. Vietnam's national brand with the words "Vietnam Value" under the symbol of four cranes, demonstrates the ongoing development of the country in general and the economy in particular, in order to build image and identity associated with value of quality, innovation capacity, leadership capacity. However, these images are symbol only for the country but not fully reflect the specific meaning of national brand.



GRAPH 2. National brand's logo of Vietnam and the Netherlands (*adapted from Vietnam Trade Promotion Agency; Holland Trade*)

Mainstream role: Master brand and Sub-brand

Master brand is the overarching brand, and Sub-brand is supplement brand, extended or supportive. These two brands have a close knot because consumer's trend is becoming diverse, each customer group will definitely have different tastes, so master brand needs sub-brand to complement, expand brand, to create appropriate choices for customer consumption. For example, the laptop Dell Vostro N5470: Dell is master brand, Vostro N5470 is sub-brand, extended part for

master brand Dell, with ultra-light laptop line, good cooling system, suitable for everyone. Besides, these two types of brand can replace each other's position, depending on the strategy of each business. Like Macbook Air from Apple, on the product, we only see the text Macbook Air without the name 'Apple', except the logo on the surface computer. IN this case, Macbook Air is considered as master brand while Apple is sub-brand, which helps the consumers know this Macbook Air is Apple's product. Therefore, consumers sometimes only remember master brand Macbook Air, Macbook Pro, not Apple Macbook Air. The selection of master brand and sub- brand is a strategy, not arbitrary.

Objects carried brand: Product brand, Service brand and Electronic brand (E-brand)

Product brand represents tangible products, assigned to a firm's goods. Services brand represents intangible products, associated with a service related to serving and behavioral attitude of the staff to customers. Electronic brand (E-brand) is understood as the brand name of one business is registered on the network as a domain name. The domain name is considered as a part of the brand, uses to promote the brand image and business field on the Internet. For example, www.hm.com/fi is E-brand for Hennes & Mauritz, affordable global fashion brand of Sweden.

Consumption area: Local brand, Global brand

Local brand is used in an area, in accordance with a certain customer group, local brand will have different types of goods, depends on consumer's tastes. Take an example from toothpaste brand P/S: in Vietnam there are many different product lines such as flour, green tea, chrysanthemum green tea, but in certain markets, the product will vary, normally with two typical lines: flour and original. Global brand is used worldwide and with the same name for product group such Nokia is one name for all products worldwide.

2.1.4. The role and function of brand

Brand function

Nowadays, in the competitive world, competition between suppliers of goods and services is increasing fiercely, therefore the function and role of the brand is also popular. Brand itself contains abundant, diversified function. Some basic functions are mentioned below:

Recognize and distinguish: This is the most important function because it is also the first condition for business brand to be protected. The ability to distinguish the brand not only plays an important role for consumers, but it also helps businesses to manage and operate the business (Nguyen 2009, 39). Through brand, consumers and businesses will easily identify and distinguish the goods between one and other businesses, through a set of identifications such as brand name, logo, symbol, slogan or specific packaging. Moreover, this function also plays a role in market segmentation. Goods with different brands, specific function that meet consumer expectations, create differentiation in the consumer group in the same product category. For example, the car Hyundai Getz segments average income customers with expectation the product is capable of stable operation, suitable for a family of four, while Audi, BMW for very high income customers who love innovation, fashionable and sporty design.

Information and instruction: It is visually shown on product packaging with image, language or slogan of the product, consumers can realize the utilization value, usage. Additionally information about the origin, other necessary information is also expressed through brand (Nguyen 2009, 40). For example, Lipton Ice Tea immediately convey to the customer about a cool tea for summer. Wine "Bordeaux" tell us about the origin of the wine. However, whether clear and plentiful information and instructions are, but recognize and distinguish function is unnoticed, which will cause consumers confused, leading to a brand failure.

Create the perception and trust: It is perceived by consumers of luxury, difference, outstanding, a comfortable and trustful feeling to select a product or service (Nguyen 2009, 41). IKEA gives consumers an idea of a living space,

inspires consumers with ideas for interior design, or Sony makes people relate to audio quality and extensive global warranty service. This feeling is the impression of goods and services remains in consumers' mind, even the experience when customers use goods and services of a particular brand. Creating a personal value for consumers is a successful brand. A girl uses Chanel handbag will feel superior and elegant among others. Young people may find themselves modern when owning Apple technologies products with exquisite design. Credibility of branded products has brought a loyal customer group. People often think, goods receive trust primarily decided by quality, not by brand. It is not wrong because consumers choose goods through truly utilization value of goods. However a superior brand, builds prestige among customers, and will make customers trust and become loyal to that brand. The quality of goods and services is an important factor, deciding customer loyalty, but brand is a factor to keep customers stay longer and where consumers put their trust.

Economic Function: Brands are valuable intangible assets of businesses, attract investment and help businesses increase sales and profits (Nguyen 2012, 43). Based on the popularity of brand, goods will be consumed more, even with higher price. The brand is created with specific intension and with a lot of expenditures, investment. These costs create economic value for the brand (Nguyen 2009, 43). Famous brand will increase brand price many times higher, it is the economic function of brand. According to the latest ranking of Forbes business magazine released a list of 100 most valuable brands in the world. Three companies in the field of information technology was closely to each other, led by Apple with \$ 145.3 billion, followed respectively were Microsoft (\$ 69.3 billion) and Google (\$ 65.6 billion) (Forbes 2015).

Brand role

When goods recently are produced more and more, the competition between suppliers more and more drastic, then the role of brand becomes even more crucial. Brand has a tremendous role for businesses as well as for customers.

Role for customers: Brand helps consumers quickly identify the sought-after products, to structure the shelf perception (Kapferer 2008, 39) which they want to

purchase in numerous categories of goods, contributing to determine the origin of the goods and help customers identify specific manufacturer or distributor. In essence, the brand is considered as an introduction, a message and important sign in which consumers can count on, to give the final decision on buying behavior. If consumers can identify a brand and have experience as well as some basic knowledge about the brand, actually consumers save time searching for that product.

Choosing a brand, consumers always hope to minimize the risks may be encountered in consumption. All risks can be removed when the brand was stored in consumers' mind. Brand reduces perceived risk, and exist as soon as there is perceived risk (Kapferer, 2008, 37.) creates a trustful feeling about quality, makes consumers put trust and loyalty to the brand. Therefore, brand brings customers with many marketing programs, special treatments. If customers get benefits from the brand then they will continue finding way to the brand in the future. In addition, brand contributes to create personal value for consumers: elegant and honored feeling. A brand is clearly positioned, known and trusted by consumers will be able to provide consumers using that branded products a sense of luxurious, stunning and superior. For example, a successful person would like to own a jacket or a handbag from Louis Vuitton.

Role for companies: Brand works in the same way for companies as for the consumer: brand removes risk. If the brand is strong it benefits from a high degree of loyalty and thus from stability of future sales (Kapferer, 2008, 40-41). Brand builds business image and products in consumers' mind (Nguyen 2009, 49). Consumers choose products through their perception. A brand firstly appears on the market will not be able to get a certain image in consumers' mind, but over time, with experiences, messages that convey the brand to customers as a result product image and the company will gradually position in consumers' mind. Brand helps businesses segment the market. By creating individual brand, business will create attention to the customers for each category of goods, therefore specific customers group will be created.

Brand makes up the difference in the development of products. A product is different with another one in terms of feature, usage as well as associated

services. Brand is outward sign to identify the differences. Along with the development of the product, brand personality is recently shaped and clearly expressed, the brand has created a noticeable difference in the process of product development. Brand is beneficial for business. A brand has been accepted, it will give businesses practical benefits. It is the ability to access, expand the market easily and deeply, even when there is a new category of goods. Furthermore, a famous brand can sell more goods at a higher price than the same goods. Brand attracts investment. A famous brand is considered as a guarantee to attract investors and increase trading partner relationships. This contributes a favorable business environment and a competitive advantage for businesses. Prestige brand creates advantages to improve business asset value.

Brand is value intangible asset for businesses. Brand value is clearly expressed when the company transfers. Brand is a collection of many factors such as prestige, customers' favorite, market, human resources which is the result the company has built during their activities. Famous brand is as a guarantee for its potential profits. Hence, many companies have to pay significant amounts of money for brand when they become joint-venture, associate or repurchase brand. For example, a marketing chief executive at Cadbury Schweppes said his company paid \$ 220 million to acquire the soft drink business Hires and Crush of P & G, in which only about \$ 20 million was paid for tangible asset, the rest was for the brand.

2.2. Overview of brand development

Similarly to brand, brand development has many approaches. In this section, the thesis will focus on introduction of brand development with its contents, some tools in order to develop a brand, both internal and external factors effect brand development. In the last section, a great evidence which Vietnam could learn experiences in brand development from some countries in the world. Norway and Thailand was chosen as a typical example.

2.2.1. Brand development approach

Some views on brand development:

- Brand development is to extend the other brands on the basis of the old brand.
- Brand development is to increase the inherent value of the brand.
- Brand development is considered the next step after branding.

According to the points of view above, this thesis approached brand development with the perspective: "Brand development is a set of activities to strengthen the brand through increasing value and expanding brand to improve brand equity value. In other words, to develop the brand, we need to focus on two issues: Increase business brand image to customers and extend the brand of businesses (Nguyen 2009, 65.)

2.2.2. Contents of brand development

Develop perceived value of customers to products and firms. This content aims to continuously improve the quality of products and services, the value added to the product and especially enhance personal value to consumers when they use branded products. It is impossible to be a strong brand as long as their products do not have great perceive from customers and of course only good perceives when products have good quality, satisfy customer demand, suitable services and make customers confident, excited when using the product. Develop perceived value is not purely improving product quality but more important is making customers feel, see different values, outstanding features, personal value is confirmed when consuming branded products (Nguyen 2013.)

Develop brand communication activities in order to create and strengthen brand image, enhance brand awareness. This content aims at strengthening the brand communication activities, including internal communications and external communications (such as advertising, public relations activities (PR), exhibitions and events). The increase in communication activities will help public and customers a higher level and better awareness of brand. It will be an opportunity for customers to choose branded products. Develop brand communication,

actually is not only to build and strengthen brand image, enhance brand awareness, but also to make customers get a better sense of product and corporate brand (Nguyen 2013.)

Extend and renew brand aim to renew the brand image, avoid boredom and old condition of brand image. Besides, brand extension in different ways and different directions will increase the control and overview ability of brand in the industry compared to the competitors. There are many new ways to renew the brand as the brand identity through renew logo, slogan and some brand elements or renew the expression of logos, brand names, slogans, etc. on products, on media and communication tools. Brand extension increases control and overview ability of brand following the direction either extend brand into new categories or establish shape sub-brand, new brand as well as extend product spectrum (Nguyen 2013.)

Develop associated brand to increase the financial value of the brand. This content aims to develop associated brands in different levels under various forms, including franchised operations, licensing the brand to increase the prestige and influent and dominant level of brand in many activities as well as many areas, thereby increasing financial value of the brand. Associated activities can operate as co-branding in brand communication. For example, discount for product A in a supermarket if consumer use payment from bank B or to create brand alliances, for example, co-funding of projects, contributing dominant capital in joint ventures and co-branded products (co-branded credit card as an example) (Nguyen 2013.)

In essence, brand development includes many activities in which, brand communication plays a vital and indispensable in all cases. Even when the company renews or extends the brand, deploys associated brand or forms new product groups, it is impossible without brand communication activities. Sometimes many businesses reckon that brand development is the brand promotion activities (external communication). Nowadays, an innovative approach to brand communication activities and increase perceived value as well as renew brand, first stated by (Aaker 1996.) to develop brand touchpoints. It is a new and more comprehensive view of brand communication activities.

2.2.3. Brand development tools

Advertising

Advertising is as any paid form of non-personal presentation and promotion of ideas, goods or services through mass media such as newspapers, magazines, television or radio by an identified sponsor (Kotler 1999, 793.). Brand advertising is an important activity in promotion, brand development communication. It contributes to promote image to the public customers, maintains awareness of consumers with the brand during the development of the business. For a higher efficiency of media and advertising strategy, it is indispensable to research psychology and characteristics of target customer groups, means of media and policies of competitors.

Advertising brings tremendous efficiency for the brand, in order to reach the public and to be perceived by the public about brand and brand value. Some means of advertising such as advertising in newspapers, TV, outdoors, internet, publications, public relations activities, etc.

Public relations

Public relations concerns building good relations with the company's various publics by obtaining favorable publicity, building up a good 'corporate image' and handling or heading off unfavorable rumors, stories and events (Kotler 1999, 830).

Public relation (PR) is an important tool in marketing and brand development, aims directly at the target audience, not only potential customers but also to establish and exploit relationships with social organizations, media communication, government, investors, financiers, middlemen, distributors, suppliers, community, etc. to facilitate brand popularity.

Public relation includes:

- ☐ Marketing events and sponsorship

Marketing events use strategic activities, create opportunities for customers to exchange and dialogue with businesses, to build trust and good feelings with brand and product. Funding is widely used, especially in big events. To become

the exclusive sponsor, company must have the power of public relations with some have capability to make decisions.

☐ Exhibition

Communication is an important tool in the Marketing mix. Exhibition is one of the communication channel to meet the customers through effective visual approach to product and corporate image. Expo is a synthetic activity which supplements for Marketing. It will be a good opportunity for customers to access the company.

2.2.4. Factors affect brand development

External factors

☐ Market factor

In branding and brand development, market research is indispensable. Company needs to analyze the market to grasp the needs of customers as well as the volatility of the market, based on which can build consistent brand strategy.

☐ Competitor factor

Along with the market research is the study about competitors. Businesses need to know their opponents: what plan they are currently implementing, how is strategic brand development so that they can learn from experience and make differentiation in order to improve brand position and over competitors.

☐ Customer factor

Customer is the most important target of any product or service of the business. To position a brand in consumers' mind, all activities must aim at consumers, start from customers' need.

☐ Technological factor

In the era of information technology, technological factors play a significant role in the development of brand. Technology and the Internet will create favorable conditions for the online promotional activities, helps brand image easily access to those who get access to the Internet (currently the number of internet users is enormous) (Nguyen 2015.)

Internal factors

☐ Human resources factor

To make a good brand strategy, big companies need to have a specialized department about brand. Manpower from leadership to employees needs a deep understanding of brand and the brand's role. However, it is said that a company can develop its own brand, so the businesses in the industry do not want to participate in building a brand for the whole industry as well as do not think to create a sustainable competitive advantage.

☐ Financial factor

The development and implementation of brand strategy requires businesses should invest for human resources, design and advertising, etc. Financial source has a very important role in ensuring successful brand strategy. But financial sources among businesses are unequal.

☐ Service quality factor

Product quality is sensitive factor to reach consumers. The emphasis on quality as well as hygiene requirements is extremely important because it has a big impact to brand development (Nguyen 2015.)

2.2.5. Brand development experience of fishery sector

Norwegian Salmon

Norway is a country with a longstanding developing fishery and has experienced ups and downs. Until now, fisheries in this country is still growing strongly, dominates 72% salmon's world market. Every 20 minute, every day of the year, a trailer of salmon crosses the Norwegian border. In 2013, Norway exported salmon for nearly 30 billion NOK, almost seven times more than in 1990. This corresponds to 14 million meals every day, which can be enjoyed in more than 100 different countries. This February Norway exported seafood worth NOK 5.1 billion, this represents a 6% reduction compared to the same month the previous year. France, Poland and the UK are the biggest importers of salmon from Norway (Malvik 2015). Experience of Norway in the construction and development of

salmon is very necessary when Vietnam also needs to build and develop the brand to export seafood products in general, especially shrimp exports in particular.

Norwegian salmon is built on quality. All individuals and organizations involved in salmon production chain must comply with quality standards. "Salmon Norway" with a logo is a fisherman on background snowy mountains and blue sea. This success is also the cooperation between the government and the community to build national brands for key product (VietGap 2012). Salmon industry in Norway formed in the 1970s, started with 50 pioneering companies, produced 5,000 tons per year. During the first time, salmon was less popular, limited consumption in local markets, the selling prices was unstable, profit was low. Each small company could not meet the demands of the market, was not trusted by distributors. Only partnership can creates stability. The marketing strategy of Norway was initiated in 1980 and continues to extend till present. Besides own brand of each company, all companies are required to use a national brand for the salmon. The brand is not only the name but also the quality of the product (Vietnam Seafood 2012.)

By the year 1981, the number of participants from 50 family small companies became 800 companies, fish reached 160,000 tons, and rapidly expanded the market for Norwegian salmon exported to over 100 countries. Salmon production and sales became an attractive industry and it was also the germ causing the industry to collapse quickly. High profits attracted the participation of many people, production continued increasing, the supply exceeds demand caused fish prices fell miserably, leading to a series of Norwegian salmon's anti-collapse lawsuits broke out in the US and EU. In 1991, a series of company went bankrupt. In 2003, production reached nearly 600,000 tons but worth only \$ 1.350 million, down from a peak of \$ 1,720 million in 2000 with 480,000 tons. However, the collapse opens new development opportunities (Vietnam Seafood 2012.)

After the defeat, salmon companies were restructured under a new model. In the country only 96 companies left, including 14 large companies account for 80% of total production, integrated stages in the production chain, multi-function activities, including global business (VietGap 2012). These companies are creating direct relationships between farmers and customers, qualified to master the market, co-

ordinate supply and demand and the development of new products that help salmon industry stably grows, more balanced with an output of about 1 million tons, export value over \$ 5 billion per year (Vietnam Seafood 2012.)

Norwegian salmon stands until today on the world market thanks to "three legs" (Seafood1 2015).

- First leg is to well perform the trade promotion activities, access and develop export markets for salmon. To coordinate seafood export activities, Norway established Seafood Export Council (NSEC) - the organization of seafood businesses, established by the government and authorized to perform some functions of appropriate authority under the laws of Norway, including licensing export, monitoring the export taxpayers, collecting and managing export fund, implementing trade promotion activities, branding and R&D. Building and strengthening Norwegian fisheries brand are conducted by Seafood Export Council (NSEC), through some major activities such as Fisheries consumption guide; Information on the mass media (newspapers, magazines, etc.); Join trade fair; Advertising Norwegian fisheries brand associated with the activities (events) in domestic and foreign market by Norwegian politicians; Focusing on specific consumers (especially youth); Focusing on developing domestic market; Website in Norwegian and the native language of major market. Coordination of information, resources for export, NSEC is responsible to reckon monthly amount of Norwegian salmon consumed in some countries; Analyse and assess of market development; Analysis tastes and consumption trends, the problem affects consumption. Transmit, provide information to authorities (Ministry of Fisheries, Ministry of Foreign Affairs and Ministry of Commerce) and businesses. Research the price changes The study of price of salmon in comparison with other fish (including pangasius of Vietnam) to consult the Government about exploiting and exporting; Research the regulations of some organizations such as WTO, EU, EFTA and policies of national government which consume Norwegian fish (VietGap 2012; Seafood1 2015.)
- The second leg is to develop the associated chain assigned to strict rules that every business, manufacturer has to actively strictly follow. If violations

happen then synonymously with being excluded from the chain, unable to involve in the nourishing, processing or export. Thus, although Norway was once imposed anti-collapse tax in US market but Norwegian salmon is still standing and thriving (VASEP 2012.)

- Third leg is to apply technical methods to control the environment, epidemic diseases, thereby improving the quality of salmon. Lessons from the crisis in 1985, Norwegian salmon industry was in crisis because of environmental pollution and diseases by waste from farming and the excessive use of antibiotics in aquaculture. To handle the crisis, Norwegian Government had implemented synchronized solutions: Move the cages to deeper water and open water location; Overcome and dispose environmental pollution; Research and develop vaccines to prevent diseases; Limit the use of antibiotics, replaced with vaccines. Through this crisis, Norway has learned to control better farming practices; Changing behavior towards livestock production sustainability and protecting the environment; Promulgate appropriate regulations to manage; Technological development and set new technical standards for salmon aquaculture; Investment in research and development of prophylactic vaccines. Through this crisis, Norway has learned to control better farming practices; Change behavior towards sustainable breeding and protect the environment; Promulgate appropriate regulations to manage technological development and set new technical standards for salmon; Invest in R&D of vaccine against the diseases, etc. so Norwegian salmon has always been trusted and highly appreciated by global consumers (Ministry of Fisheries and Coastal Affairs 2007; Seafood1 2015.)

In addition, Norway also helps businesses develop national brand for the salmon. Besides its own brand of each company, all companies are required to use a national brand for the salmon. Norway built fisheries brand with sustainable development, clean environment and traditional seafood, unique and distinct culture. A brand is not only the name but also the quality of the product. Over the failures in the management, breeding, processing and export, the Norwegian seafood industry has drawn lessons for themselves and won a lot of success,

becoming one of the leading countries in the world of breeding, processing and export of salmon.

Experience of Thailand in the global fisheries supply chain

In 1952, as a country with underdeveloped agriculture, Thailand determined to give priority to trade stimulation with the establishment of Export Stimulation Bureau. The bureau is responsible for supporting businesses in five sectors - market information, human resources training, product development (focused on design) trade stimulation events, develop network and overseas representative offices. With this strategy, Thailand has become one of the strongest countries on trade stimulation. Besides, Thailand fishery trade stimulation was conducted with the participation of multinational marketing companies which do the market research, product promotion and especially tightly control all stages in the manufacturing chain. For example, with the shrimp, Thailand has organized the associated chain to synchronize shrimp industry, so that more than ten years, Thailand is the world's largest shrimp exporter. Several major companies of also play an important role in sponsoring for research, develop strategies for trade stimulation (Coastal Resources Institute 2000.)

Besides the enormous benefits, shrimp is also shown its backside, which was water pollution, destruction of mangroves forest and coastal ecosystem. Therefore, Thailand applied responsible farming methods, In order to reduce negative impacts on the environment and meet higher requirements on hygiene and food safety of world's consumption. Thailand Department of Fisheries Thailand (DOF) applied two quality inspection systems for export shrimp: the quality system GAP (good farming practices) and code of conduct for responsible fisheries (CoC) of FAO. GAP is a quality standard for aquaculture farms; CoC is the quality standard for the whole system of production, from breeding to processing (Coastal Aquaculture Research Institute 2000.)

To apply the GAP, the farm should start from the management inside the camp, such as select location, build infrastructure, water quality, etc. Infrastructure (buildings, machinery, etc.) must be clean, hygienic. The inspection of GAP is

divided into two phases: firstly, inspect the camp hygiene. Secondly, test the antibiotic residues in shrimp for example Tetraxiclin, Oxi-Tetraxiclin, Norfloxacin, etc. In Thailand, the application program of CoC has positive results because the price under CoC higher than other shrimp, but the quality is guaranteed (Coastal Aquaculture Research Institute 2000.)

According to Dr. Jirasak Tantrongpiros (Chulalongkorn University, Thailand) In Thailand, most farmers are using water in canals general. When disease occurs, the ponds and ditches cut general waste water and immediately notify the owners nearby, if the viral disease destroys the pond and disinfected, to prevent spread to the adjacent pond. Accordingly, building a sense of community, links and support is very important (Thai Department of Fisheries (DOF) 2014).

By studying the successful experience of branding and brand development from Norwegian salmon and Thailand shrimp, although each country has its own characteristics, but look at the reality of aquaculture in Vietnam, especially Vietnamese shrimp, we can learn experience from Norwegian salmon, Vietnam needs to build a brand and marketing strategy for Vietnamese national shrimp. It is impossible that a strategic national product does not have a national brand, is called with different names. Vietnam should consult Norwegian the "three legs" position. All Norwegian salmons, whether they are in any market or any form, they must be known as brand name "Norwegian salmon". Similarly, the goal for Vietnamese shrimp is every shrimp in the world's market always "shrimp of Vietnam". Besides, the experience of Thailand in taking part in the supply chain of global fisheries is very valuable for Vietnam. We can develop directly seafood retails in foreign markets. Participating in the supply chain will make the chain stronger, particularly small organizations, while improving production capacity and better specialization. If Vietnam applies these lessons in a flexible way and seriously, seafood products of Vietnam will certainly be known more, with better image which helps to increase brand value, export value Vietnamese seafood.

3. BRAND DEVELOPMENT OF VIETNAM'S EXPORTED SHRIMP

Vietnam has a huge potential with the long coast line as well as abundant workforce, which create an opportunity for varieties of seafood, especially different types of shrimp. While we exported seafood every year to international market, however, our product did not have own brand. In this chapter, the thesis reviews the current situation of Vietnam's fishery in general and particularly export situation in the world, in Europe and in Finland. Furthermore, this chapter will assess brand development situation of Vietnamese shrimp in Finland.

3.1. Production and export situation of Vietnamese shrimp

This section mentioned about export situation from 2011 until the first 7 months in 2015. Furthermore, there will be forecast for shrimp consumption at the end of this year. Currently, Vietnam has become one of the five largest exported countries in the world, export markets are expanded to over 150 countries and territories; for many years continuously our seafood is named in the "club of 1 billion USD export" of Vietnam.

3.1.1. Overall production and export situation of Vietnam's fishery

With more than 3,200 km long coast lines; Vietnam has exclusive economic zone in the sea more than 1 million km² wide. Vietnam also has large areas of inland water surface measuring more than 1.4 million hectares of river systems. Vietnam marine's biodiversity is quite high, also is the birthplace and spreading many groups of India - Pacific tropical marine organisms, about 11,000 species have been discovered. Favorable geographical and natural conditions help Vietnam with many outstanding advantages to develop the fisheries industry. In addition, the Vietnamese sea areas have high regeneration capacity of tropical ecological zones and marine environment with relatively clean seafood and good for health. Vietnam seafood production has maintained continuous growth for 17 years with an average growth rate of 9.07% per year. Vietnamese fishery sector became one of the key economic sectors of our country. In recent years, the fishery sector has

achieved high growth rates, stability and increase the total annual average output of 5%, the value of export on average accounted for 10% to 15% in total export turnover annually. Besides the advantages of aquaculture production, but it also receives many risks from nature disasters (Hoa Binh Securities 2011; VASEP 2015.)

The Mekong River Delta in the south and the Red River Delta in the north have been used for wild catch fishing as well as extensive fish farming. Shrimp and pangasius mostly farmed in the Mekong River Delta, in which, shrimp farms located in coastal provinces such as Tra Vinh, Bac Lieu, Soc Trang, Ca Mau, Kien Giang, Ben Tre, etc. Pangasius farming is developing in many provinces in Mekong River Delta such as Can Tho, Vinh Long, Tien Giang, An Giang, Dong Thap, Soc Trang, Hau Giang, Tra Vinh, etc. (VASEP 2015.)

- Pangasius: The area of pangasius farming in the Mekong Delta province in 2014 expected over 5,500 ha with production of 1,116 thousand tons. Early 2014, the price of fish began to have positive developments, however, the negative impacts from 2013 led many farmers to either insufficient or delayed farming in 2014. They decided to wait for more solid signs from the market. After a period of steadily rise in pangasius price, many farmers continue to release new farming and the area increased from October till now and has nearly recovered in both area and yields (VASEP 2015.)
- Tiger shrimp: The farming area and yields in Mekong Delta region in 2014 decreased compared with previous years. The farming area is estimated at 537 2014 thousand ha, reduced 4% compared with 2013. Production estimated at 248 thousand tons, reduced 3%. Soc Trang is the 11th province where its area and yields fell mostly, the area reduced 35% and yields fell by 28% compared with 2013. The reason was caused by many households switched to white shrimp (VASEP 2013.)
- White shrimp: Although was introduced in Vietnam since 2001, the farming of white shrimp strongly thrived in the Mekong Delta region. Because the farming

time is short with high success. In comparison with tiger shrimp, white shrimp has many advantages and well adapted to the environment, ability to confront diseases and a shorter growing period. Consequently, many households tend to switch to white shrimp after some losses. The area of white shrimp in Mekong Delta region in 2014 estimated at 67 thousand ha, an increase of 68% compared to 2013, the production estimated at 245 thousand tons, increased 53%. Soc Trang and Ben Tre are two provinces with the largest output, increased 31% compared to 2013, Soc Trang's production reached 66,400 tons, Ben Tre's production reached 42,200 tons (Ministry of Agriculture and Rural Development; Vietnam Directorate of Fisheries 2014; VASEP 2014.)

TABLE 1. Seafood production in 2013/2014 (*adapted from VASEP 2015*)

Vietnamese seafood production in 2013/2014 (thousand tons)			
	2013	2014	% increase,decrease
Total	6,020	6,311	4.8
+ Exploited production	2,804	2,918	5.2
- Sea exploitation	2,607	2,712	5.5
- Inland exploitation	197	306	1
+ Farming production	3,216	3,393	4.5

In 2012, export value reached \$ 6.134 billion, up to 0.3% compared with 2011. Vietnam exported to 156 markets. In 2013, while the export value of agricultural products declined, the fishery still grew, export value reached \$ 6.7 billion. With two types of products: frozen (primary processed) and processed, then the main export products of Vietnamese seafood is frozen. In particular, pangasius,

pangasius bocourti and shrimp are popular products with high turn-over export value (Viettrade 2013.)

In the period 2001 - 2013, seafood export VN increase in both value and volume. By 2013, export value reached \$ 6.7 billion, fishery products were exported to 165 countries and territories. 3 main markets are the EU, the US and Japan accounted for 60% proportion. During the period from 2011 to 2013, there is a significant segment of both distribution and scale of regional export businesses. Scale capacity of large factories increased rapidly, exceeding the growth rate of export turnover; the utilization rate of equipment lines in processing frozen seafood accounted only 50-70%. Previously only frozen products were exported but now the value added in products is increasing, so far estimated at about 35%. Sushi, sashimi and surimi were all available in most seafood manufacturers. Manufacturers creatively produce many new attractive and valuable products; simultaneously exploit new products to be processed. A new trend is to process efficiently sub-products, in order to gain greater economic benefits and minimize impacts on the environment (Viettrade 2013.)

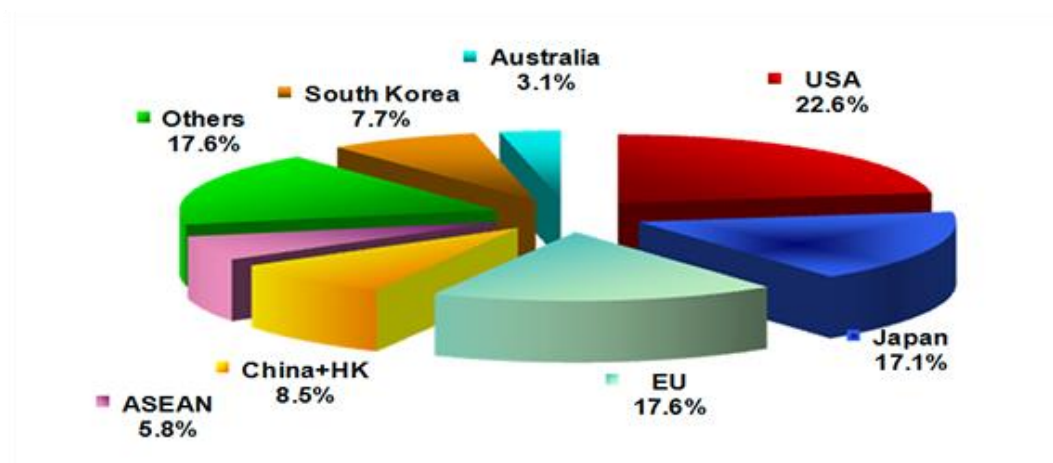
TABLE 2. Seafood export product in 2013 *(adapted from VASEP 2013)*

Products	2013	Compared with the same period of 2012 (%)
	Value (US\$ mil)	In Value
Shrimp (HS 03 and 16)	3,114.285	+39.1
Pangasius (HS 03 and 16)	1,761.147	+1.0
Tuna (HS 03 and 16)	526.685	-7.2
Cephalopods (HS 0307 and 16)	447.666	-10.8
Other Seafoods (HS 03 and 16)	874.918	-19.2

Total	6,724.702	+9.6
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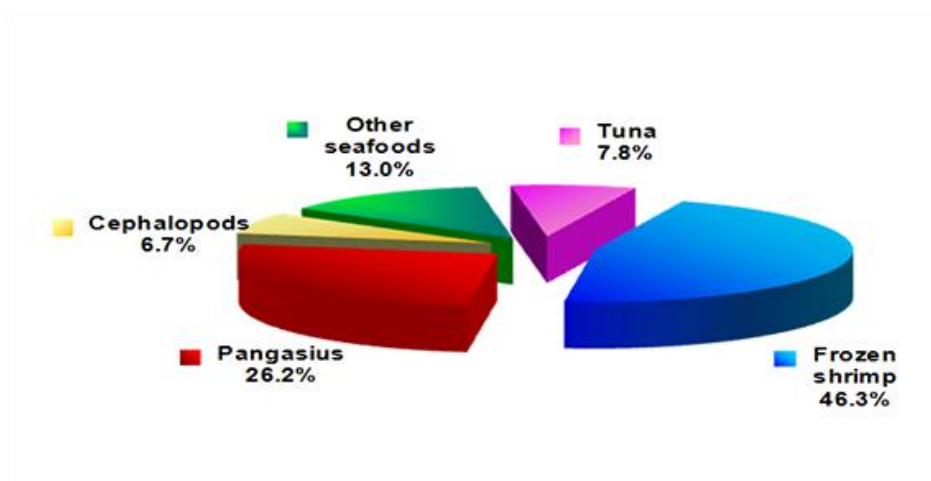
TABLE 3. Seafood export market in 2013 (*adapted from VASEP 2013*)

Markets	Year 2013 (Val (US\$ mil))	Comp. 2013 (%)
USA	1,518.399	+27.4
EU	1,182.036	+4.12
Japan	1,152.445	+5.0
China	572.717	+36.6
Korea	521.158	+2.4
ASEAN	389.779	+13.1
Australia	206.401	+12.3
Brasil	123.076	+55.1
Mexico	108.268	-1.8
Russia	105.007	+4.5
Others	845.415	-12.3
Total	6,724.702	+9.6

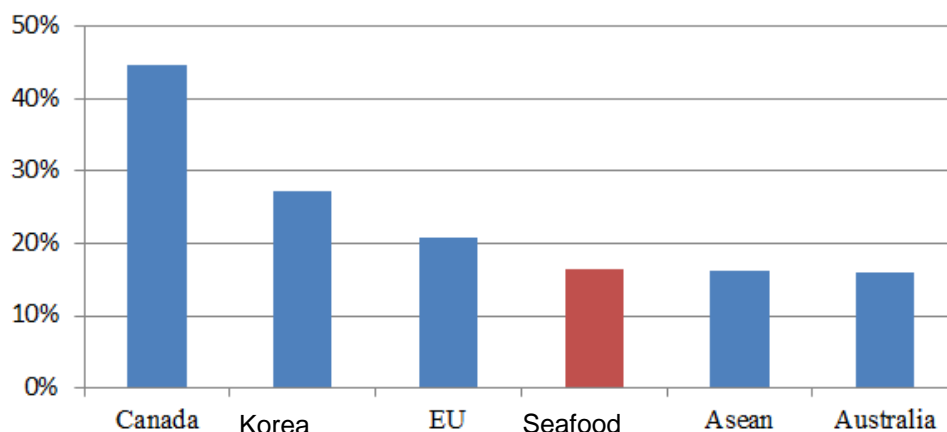


GRAPH 3. Main export markets of Vietnamese seafood (*adapted from Seafood Magazine 2014*)

In 2014, Vietnamese seafood export achieved a record established when export value exceeded expectation \$ 1 billion and reached \$ 7.84 billion, up to 17% compared to the same period last year. Despite the difficulties of market barriers in imported countries, Vietnam still presents in 166 countries and territories (VASEP 2014. Seafood Export Report.)



GRAPH 4. Main export products of Vietnam in 2014 (*adapted from Seafood Magazine 2015*)



GRAPH 5. Top 5 highest import markets for Vietnamese seafood in 2014
adapted from Seafood Magazine 2015)

Forecast in 2015, according to Vietnam Institute of Fisheries Economics and Planning, export turnover of Vietnam in 2015 will be \$ 8.335 billion.

Currently, Vietnam has become one of the five largest exported countries in the world, export markets are expanded to over 150 countries and territories; for many years continuously our seafood is named in the "club of 1 billion USD export" of Vietnam. The main export markets of Vietnam can be mentioned as EU, the US, Japan, Korea, China, Australia, ASEAN.

3.1.2. Production, processing and export of shrimp products

Vietnam has more than 600,000 ha of shrimp farming with two main species of tiger shrimp and white shrimp. Vietnam is the leading producer of tiger shrimp in the world with a production of 300,000 tons per year. This is the traditional species in many past years while white shrimp has been cultivated in different provinces in the country since 2008.

The shrimp industry is taking its advantages and making efforts to control the whole production chain from breed - farms – to finished products under global certifications such as ASC, Global GAP, BAP, etc. Vietnam shrimp are consumed in 155 markets in the world thanks the high quality and social responsibility.

Shrimp export in Vietnam reaches US\$ 3.5 – 4 billion annually and shrimp is the top seafood exported by the country.

Vietnamese shrimps are divided into two main categories:

- Marine shrimps: these days they are not only familiar for Vietnamese people but also valuable on the world's food market. The meat is delicious, high nutritious. The marine shrimp are processed, exported mainly such as tiger prawns, white shrimp, spear shrimp, jinga shrimp. In the marine shrimp, tiger shrimp is the most popular in Vietnam, easily processed under different products. The taste is more delicious and warmer than other kinds. Besides tiger shrimp, white shrimp, jinga shrimp; spear shrimp are also popularly exploited, farmed in Vietnam.
- Freshwater shrimp: Three species of freshwater shrimp have economic value in Vietnam are crayfish, giant river shrimp. Currently, beside exploitation of natural shrimp, crayfish are commonly farmed throughout the country, especially in Mekong Delta region.

Shrimp farming and exploitation

Vietnam shrimp still dominates the market with advantages of 3,000km coastline, high level of labor force, high qualified technology, quality management system is better. Most shrimp farming area in Vietnam is located in the Mekong Delta, scattered along the estuaries, canals in Central Vietnam and Red River Delta, rivers in the North. According to Ministry of Agriculture and Rural Development showed that the shrimp industry in Vietnam has developed rapidly in recent years. If in 2007, shrimp production reached 376.7 thousand tons only then in 2011, production rose to 403.6 thousand tons and 476.4 thousand tons in 2012, and in 2014 was 653 thousand tons. Vietnam currently ranks 3rd position in top 5 Asian countries leading in shrimp production, and is rated as one of the countries have great potential to develop this profession (Ministry of Agriculture and Rural Development 2015.)

Shrimp farming in Vietnam has brought high profits, improves living standard, job opportunity, economic and social development, etc. thereby limit the overexploitation of marine resources. However, at the moment, the industry is also facing with many challenges such as unsynchronized regional farming, epidemic diseases, management of aquatic veterinary medicine, etc. (Ministry of Agriculture and Rural Development 2015.)

Export shrimp processing

According to Directorate of Fisheries, Vietnam's fisheries sector has 326 businesses qualified the food safety sector (hardware: factories and infrastructure meet the requirement; software: food safety controlled in all manufacturing processes in accordance with HACCP standard). Shrimp is the driving force processed and exported most. Most of the seafood manufacturers all together take part in processing exported shrimp with modern technology establishments exporting of Vietnam are engaged processed shrimp products for export with more modern technology, products qualified the international standards. Marine and freshwater shrimp can be processed into different types of product with high quality and meet the hygiene standards of food safety and preferred by international customers. Shrimp are processed in frozen form is very popular; moreover, shrimp are prepared in the form of dried shrimp (Directorate of Fisheries 2015.)

The inspection and supervision of quality more and more increase and recognized internationally. In recent years, Vietnamese processed products have actively high potential in the same type with Indonesian products in Japanese market. Comparing to India and China, Vietnamese processed shrimp is more advantageous in many major markets around the world thanks to better processed level and higher product quality. However, the problem of antibiotic residues and infected by extraneous matter still remains risks for businesses.

3.1.3. Export situation

In the world

In past decades, shrimp export value accounted for the largest proportion of the total seafood export value of our country. For example, in 2004, the value reached 53% of total seafood export value. In 2011, 2012, 2013, 2014 the figure was 41.9%, 39.8%, 36.5%, 38.2%, respectively. These figures demonstrate that shrimp are high-value product. Vietnamese shrimp is mainly exported as frozen shrimp, canned and processed. In particular, frozen shrimp is always a dominated product accounted in value and volume of export. Figures on frozen shrimp are considered to represent Vietnamese shrimp export. Regarding to shrimp export value, recently is very high, more than \$ 3 billion per year. Main export markets of Vietnam are Japan, USA, EU, China, South Korea, Australia (VASEP 2015. Seafood Export QIII.)

However, in recent years the use of antibiotics in shrimp is considered the hottest issues of fishery after lots of shrimp exported to Japan were warned because of exceeded limits. After Japan, South Korea set technical barriers Ethoxyquin which made Vietnam's imported shrimp in 2 countries collapsed. In the beginning of 2013, Mexico, Philippines continued to make difficulties for Vietnam when they stopped importing shrimp from Vietnam. The purpose is to avoid infectious diseases. Damages were pretty large when goods were returned, businesses suffered all. Furthermore, shrimp exporters will lose credibility as being named in the alert system of countries in the world (Undercurrent News 2014.)

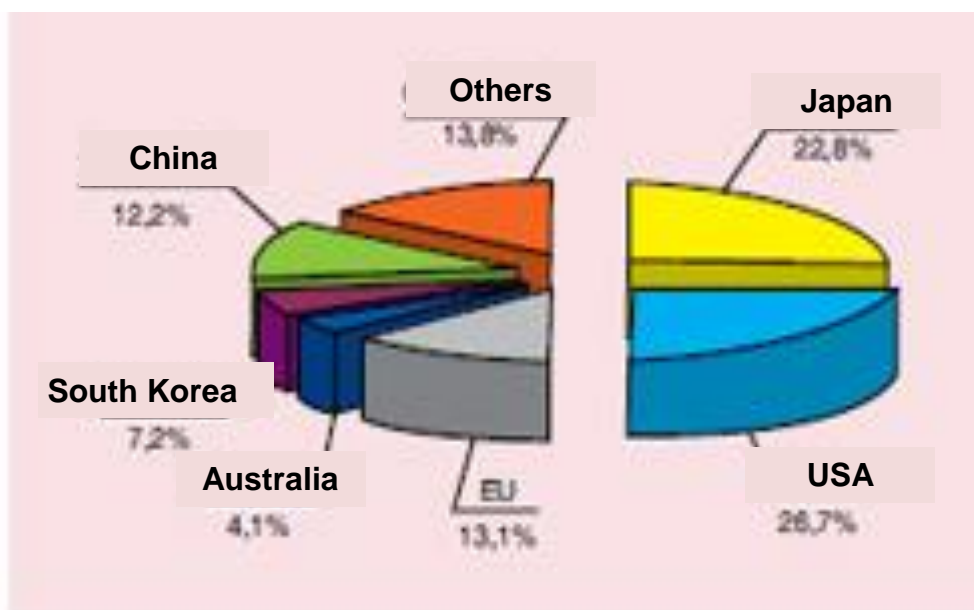
Besides barriers on product standards, recently, Vietnamese shrimp Vietnam was threatened to reduce export volume due to anti-dumping tariffs and anti-subsidized tax on the US market - one of the largest shrimp imported market annually.

Highlights of seafood export in 2013 were the recovery of the shrimp industry with many advantages, from the improvement in raw shrimp production in the country to the favorable outcome. The total export value of Vietnam reached \$ 3.1 billion in 2013, up to 39.1% compared with 2012, contributing 46.3% to the seafood export turnover, mainly due to higher export price, primarily focusing on the US market, increased 82.5% (VASEP 2013; Undercurrent News 2014.)

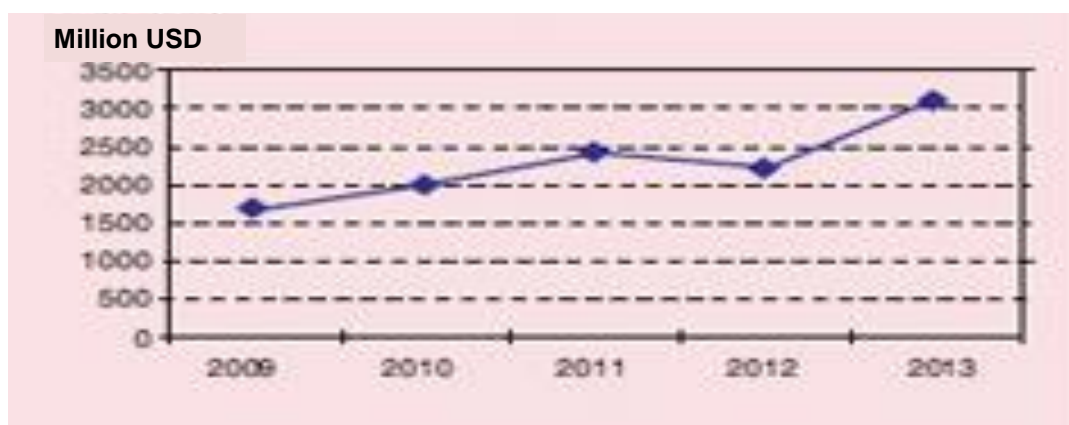
TABLE 4. Vietnamese shrimp export in 2013 (*adapted from Seafood Magazine 2014*)

Market	11/2013	12/2013	(%)	Compare with 2012 (%)	2013	(%)	Compare with 2012 (%)
USA	89,285	82,428	26.9	+183.0	830,997	26.7	+82.5
Japan	71,395	62,837	20.5	+37.3	708,775	22.8	+14.7
EU	47,515	39,909	13.0	+58.0	409,475	13.1	+31.3
Germany	7,570	9,745	3.2	+40.2	97,116	3.1	18.9
UK	10,311	6,397	2.1	69.3	80,936	2.6	+59.6
China & Hongkong	39,236	31,881	10.4	+13.1	381,171	12.2	+14.2
Hongkong	5,512	5,179	3.0	-18.3	61,924	2.8	+49.1
South Korea	33,616	35,704	11.7	+106.3	224,662	7.2	+31.2
Australia	15,321	11,227	3.7	+227.2	128,760	4.1	+27.5
Taiwan	8,143	7,977	2.6	+19.4	95,599	3.1	+26.1
Canada	13,698	13,393	4.4	+136.7	121,226	3.9	+73.7
ASEAN	6,657	4,943	1.6	+75.9	51,077	1.6	+40.9
Singapore	3,622	3,664	1.0	+50.1	33,699	1.1	+32.3
Malaysia	1,101	1,158	0.4	+116.5	7,293	0.2	+83.9

Others	10,626	12,518	4.1	+61.9	111,490	3.6	+5.4
Tổng	340,681	306,391	100	+77.2	3.114,285	100	+39.1

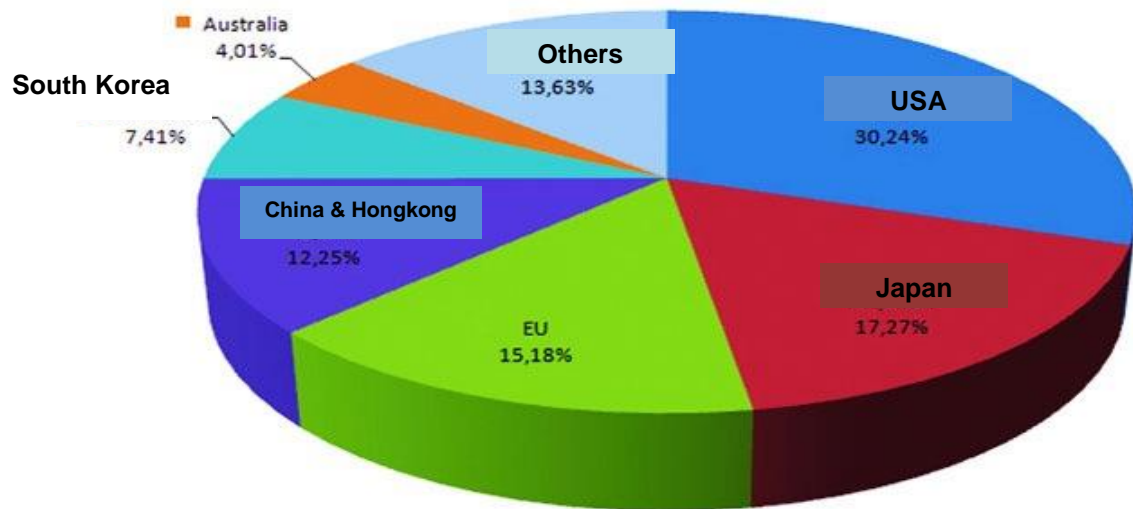


GRAPH 6. Main export markets in 2013 (adapted from *Seafood Magazine* 2014)



GRAPH 7. Vietnamese exported shrimp from 2009-2013 (adapted from *Seafood Magazine* 2014)

2014 is considered the year "abundant" of the shrimp industry, the country earned \$ 3.95 billion, up to 26.9% compared with 2013, stood at 3rd place of world's shrimp production. Most markets significantly increased, especially Canada, EU, the US, South Korea. However, shrimp export industry still remained great concerns (Seafood Magazine 2015.)



GRAPH 8. Main export markets in 2014 (*adapted source Seafood Magazine 2015*)

The first seven months of 2015, Vietnam's shrimp exports continue downward trend with revenue of \$ 1.55 billion; decreased 28.3% over the same period of 2014. For such a long time, Vietnamese currency was pegged to the US dollar, while other currencies declined, making Vietnamese shrimp's price were unable to compete with other countries. Besides, the shrimp's export price fell, demand gloomily in many major markets while supply increases therefore Vietnamese shrimp has to compete with other countries in Asia and South America. Vietnam's shrimp exported to the US in July 2015 reached \$ 50.9 million - the highest extent in the month since the beginning of the year. Japanese exported shrimp in the first 7 months of this year reached \$ 309 million; decreased 18.6% over the same period of 2014. The decrease in export to Japan due to Yen currency fell to a 6-year low in September 2014 (Seafood News 2015; Ministry of Agriculture and Rural Development 2015; VASEP 2015.)

The amount of tiger shrimp and white shrimp respectively declined 3.7% and 11.6% because of diseases, hot and dry, saliniferous intrusion and export situation was not satisfactory due to the changes of market. Facing this situation, Minister of Agriculture and Rural Development issued the Directive No. 6621/ CT-BNN-TY dated 14 August 2015 in order to strengthen prevention and control of epidemics on brackish shrimp with the participation of all related authorities. To cope with exchange rate fluctuations, currency exchange rate Vietnam Dong (VND)/ US dollar (\$) from the beginning of the year increased by 2% and is expected between now and the end of the year will not have to adjust anymore. The action of State Bank of Vietnam supported exported seafood, including shrimp while facing with the current difficulties (Ministry of Agriculture and Rural Development 2015; Directorate of Fisheries 2015.)

In addition, the market requires more and more processed products, while processed capacity of Vietnam is better than other countries in the region, so it is also an advantage that the exporters should diversify products and develop new products. Furthermore, the penetration of new markets like China instead of the traditional markets (US, EU) is also necessary in the current background. Forecast for total shrimp export in 6 month-end of 2015 will reach \$ 1.9 billion. The 2015 exported shrimp estimated at \$ 3.2 billion, down to 17% (Directorate Fisheries 2015.)

Europe and Finland

2012 was seen as "gloomy" year in the history of the EU imported shrimp. The total value of this region in the first 9 months of 2012 decreased 29%, compared to the same period last year, from \$ 4.511 billion to \$ 3.197 billion. 2013 was expected to continue declining trend because the economy did not escaped from the crisis (Undercurrent News 2013; VASEP 2012). European (EU) shrimp market is the second largest consumption in the world after the US. In 2011, this sector consumed 551,642 tons of shrimp worth \$ 4.076 billion. For most major shrimp producing countries in the world, the EU is regarded as a key market. However, imported shrimp into this region last year reduced by the impact of the debt crisis in many country members. In 2012, the value of exported shrimp to the EU dropped 24.5% compared to 2011, only about \$ 312 million, of which Germany,

UK, Netherlands, France and Belgium is 5 largest markets in volume of imported shrimp in the EU, accounted for 80% of total exported shrimp from Vietnam to this area. Among these countries, shrimp exported to the Netherlands with lowest decline at 5.5% while exported to the remaining 4 countries fell sharply from 28% to 32%. Not only export decreased in the main 5 markets, but also in other markets such as Italy fell 32%, Spain fell 22.4% (European Commission 2013.)

In 2013, exported seafood to the EU reached over \$ 1.18 billion, of which shrimp reached \$ 409 million. EU is the third largest shrimp consumption after the US and Japan. Exported shrimp to this market significantly recovered after more than one year falling due to the economic crisis (VASEP 2014). Till August 2013, Vietnam's exported to EU reached \$ 667.3 million, down to 4.6% compared to the same period last year. First 9 months of 2013, France is the market with the strongest growth in Vietnam's imported shrimp with 48.5%. Meanwhile, exported shrimp to Germany, the largest importing market rose only 2.7% to \$ 61.7 million. Vietnam's exported shrimp into the EU first 2 months of 2014 also showed positive growth with 49.1% over the same period of 2013 (Vietnam Net 2013). Output of white shrimp increased with the strength of tiger shrimp, Vietnam totally can make use of this opportunity to further expand the EU's shrimp market this year and next year. Especially in the current situation, Japan entangled the barriers of antibiotic and the US can increase the anti-dumping tax on Vietnam's shrimp (The Fish Site 2014).

Shrimp exported to the EU in the first 7 months of 2015 reached \$ 298 million, down to 16.4% compared to the same period in 2014. UK has highest growth of imported shrimp from Vietnam with 38.4%. White shrimp size 100/200 is increasingly safe choice for European importers because they want to replace cold-water shrimp. Because cold-water shrimp's price is increasing, then UK is the first market seeking to replace this product with small white shrimps. They are used in sandwich in England, in salad in Germany. Germany, Switzerland, the UK are high demand market for shrimp. Vietnam has the advantage of value-added products, we can take advantage of this opportunity to increase market share in steamed shrimp, instant shrimp and food is eaten directly by hand (Finger Food) in Europe (Undercurrent News 2015).

Debt crisis in Greece as the economic crisis in Europe reduced demand for goods including shrimp products. Euro currency lost its value against the US dollar in first 6 months of this year, causing slow purchase from European customers, even stop importing goods led to exported shrimp to this region became slow. This trend may persist within coming months. The demand for shrimp from the EU market still estimated to decrease 15% accounted for \$ 335 million in the 6 month-end of this year due to the economic retrogradation in this region, particularly in the background of Greek's debt crisis, Euro currency is deeply falling. Exported shrimp to the EU in 2015 is estimated at \$ 585 million decreased 15% (Directorate Fisheries 2015).

Recently, Vietnam has signed free trade agreements (FTA) with Eurasian Economic Union (EAEU). Accordingly, the seafood tax will be reduced immediately to 0% from 5.63% at present right after the FTA is issued. This agreement is an opportunity for Vietnam an opportunity for Vietnam to maintain competitive price on the international market with higher valued products and better quality. It is also a good sign for Vietnam's shrimp exporters to get into the EU market, especially tiger shrimp and white shrimp. Besides, seafood export in 2015 will be influenced greatly by the current market factors such as oil price fell sharply, Japanese Yen devaluated, etc. that make imported price rise, consumers will be affected when using these products (Vietnam Breaking News 2015). Therefore, Ministry of Agriculture and Rural Development and VASEP recommended businesses not to be subjective, have to prepare plans to cope with the difficult situation of the importing markets, especially Japan, EU and the US. Although a lot of difficulties but VASEP forecasted the total export turnover of Vietnam's exported seafood in 2015 will reach about \$ 8 billion, up to 1.5% compared with 2014. In particular, exported shrimp will be equivalent to 2014 (Undercurrent News 2015.)

Finland is not only a potential importing market for Vietnam's agricultural & seafood, but also a gateway, rotated hub of these products into the Russian market and the Nordic region. At the same time, Finnish consumers tend to prefer imported goods and move to consume more diversified products from different countries. It will bring great opportunities for exporters of agro-fishery products,

especially shrimp from Viet Nam. Every year, Finland imported more than 400 million euros of agricultural & seafood products (Vietnam News 2014). In 2014, Vietnam's exported shrimp to the Finland reached \$ 228,360 with two products: processed white shrimp (code 16) reached \$ 116,160 and fresh/tattered/frozen white shrimp (code 03) reached \$ 112,200 (VASEP 2014) Specifically from 28 March to 31 March 2015, Vietnam exported frozen steamed white shrimp (CPDT - seafood preparation: Cooked, Peeled, Deveined, Tail-on) size 16/20 to Finnish market at \$ 13,050 per ton (CFR: Cost & Freight; TTR: Telegraphic Transfer Reimbursement). However, this product from Vietnam only represents approximately 4% which shows that Vietnam did not effectively exploit the potential of this market (Agromonitor 2015.)

3.2. Brand development for Vietnam's exported shrimp in Finland

Finland is a promising market for Vietnam to export seafood and especially shrimp. While we have so many potentials and Finland is also a gateway to Russia and Nordic countries. We exported agriculture and seafood to Finland, however, only 4% of exported shrimp in the market. It showed that Vietnam did not exploit enough potential of this market. Therefore, in this chapter, the thesis illustrates the current situation of brand development for Vietnam's exported shrimp in Finland. With a modest figure, this chapter will mainly focus on the actual export situation, seafood's consuming trend in Finland as well as some opportunities and difficulties when exported to Finland.

3.2.1. Actual situation of Vietnam's exported shrimp in Finland

Northern Europe is the region with snow for long period of year so the demand for imported seafood is huge. While Vietnam's products are available in the market for a long time, but only in the form of crude products, which export through third countries, are reprocessed and then exported back to northern Europe. If Vietnam's exported shrimps deeply penetrate into Finnish market and later Nordic region, the value of export will be very high, because this market accepts high-value products. Every year, Finland imported more than 400 million euros of agro-

fishery products of which Vietnam's shrimp own only 4%. The modest figure shows that Vietnam did not really exploit the enormous potential of this market; therefore, appropriate trade stimulation activities for Vietnam's businesses should be provided, in order to foster Vietnam's shrimp in Finland. (Vietnam Breaking News 2014.) Currently, salmon, tuna and shrimp, which are mostly imported from Thailand, Sweden and Norway, are highly consumed in Finland with the growing demand of Finnish people. Meanwhile, Vietnam is a country with the strength of exported shrimp. However, in 2013, although the country ranked 3rd shrimp exporters in Finland, Vietnam's shrimp production reached only 9%. Moreover, on Finnish market, Vietnam's exported shrimps with a negligible amount in crude form, then importers distributed to all supermarkets, retail stores, self-packed with their logo. Therefore, Vietnam's shrimp appear on the market are mixed with exported shrimp from other countries such as Thailand, Indonesia, under Finnish brand, unable to be packed and branded "product of Vietnam". Additionally, our products are mainly fresh, raw, less be processed then preservation, hygiene standard, product quality control was not able to meet the requirements. Main exporting markets EU countries, USA, Japan, Australia, Russia - famous for their fastidious consumers. Therefore, to create a good image for Vietnam's exported shrimp, Vietnam must rely on prestige and famous businesses' brand in the industry. Brand development for Vietnam's exported shrimp should develop in the direction of build collective brand, in order to build a common image and recognize easily to foreign consumers (VOV 2014.)



GRAPH 9. Shrimp products in Finnish market (*adapted from Rainbow, Fishk on Trio Trading Oy and Nordic Seafood*)

3.2.2. Seafood's consuming trends in Finland

Mr. Claudio Karjalainen, director of Finnsea consulting company in Finland said, that Finland is not only a potential market (income per capita \$ 46,178 per year) and demand of Finnish consumers for agro-fishery accounts for 18-20% income. Finland was an important gateway and favorable to agricultural goods, especially shrimp to enter the Nordic market (market size more than 200 million people). Previously, consumers in Finland and Northern Europe have the habit of eating fresh food but in recent years, they tend to use frozen processed products. For these markets, shrimps, crabs are luxurious products with high price. It is an opportunity for Vietnam's businesses to promote our exported seafood with more competitive price (Vietnam Government Portal 2014.)

Trend on this market more and more diversified with high quality products, healthy, eco-friendly. Fish consumption recently in Finland increased by 20%. Salmon, tuna, shrimp and some white meat fillet are of the favorite products. Mr. Karjalainen said Finnish people consume a lot of frozen food by its usability. Currently, the shrimp are beginning to be favored in the mayor advantages, especially frozen and processed shrimp. The shrimps with different sizes are used primarily for cooking in Finland. Finnish people eat cold-water shrimp from neighboring countries as well as the shrimp from tropical zone. Finnish people are willing to pay the high cost, in return they expect high-quality products, safe and delicious (Vietnam Breaking News 2015.) However, the cost of these products on the Finnish market also expensive due to high shipping charges. Vietnam businesses should also find a large distributor in Finland because this market is also a gateway to other markets. Vietnam should also find a small back street to enter this market as the experience of Thailand. The country has only 2 products: canned salmon and fresh chilies but with very large market shares (Voice of Vietnam 2014.)

3.2.3. Opportunities to export shrimp to Finland

Vietnam is the world's largest producer of tiger shrimp and exporter of white shrimp (in terms of volume). Vietnam is the world's leading export value of shrimp with 96 markets, including the US (27%) and EU (27%), Japan (19%) are all the key markets, with available resources and vast with 3,000 km of coast line, with many favorable conditions for both intensive and extensive farming.

A skillful workforce with high quality shrimp products more and more improves and is considered the advantages of Vietnam's shrimp industry. Export speed increased steadily over the past 10 years, especially in 2014. After Thailand, Vietnam is the only country capable of competing in the segment of value-added products. Sushi-ebi, nobashi and flour-covered products are the main products. If Vietnam invested more for these products, R&D can open up more opportunities to exploit value-added products (Trade Seafood Directory 2014.)

On 4th August 2015, the European Union (EU) and Vietnam reached a consensus in principles on a free trade agreement, after two and half years of active negotiations. Free Trade Agreement (FTA) EU-Vietnam promises to exempt for many seafood products from Vietnam. FTA will help Vietnam's goods directly appear in many countries. It has a relatively high impact on the market as well as consumers. In FTA, Vietnam resolves either the most problematic about price. For years, Vietnam's shrimp struggled with tax, particularly anti-dumping duty; FTA will help Vietnam benefit from price and equally recognized as products from the most prestige market. However, due to the FTA, Vietnam will have to solve the second problem is quality, businesses will have to prove the quality of their products (European Commission 2015.)

Overall, tax exemptions by FTA will be opportunities for Vietnam's businesses to increase profits and develop farming areas, increase quality and technological innovation, meeting high requirements of free market. Therefore, the implementation of the FTA is also a favorable process to restructure and develop the shrimp industry in particular, the fishery sector in general (European Commission 2015; Seafood Source 2015.)

In addition, Finland also supports Vietnam with some programs to strengthen agro-fishery products exporting to Finland and Northern Europe. The project Fund for local cooperation (FLC) FLC14-04 was funded by the Government of Finland, will organize stimulation activities to introduce Vietnam on its market. It is one of the advantages for Vietnam's businesses to penetrate deeply into this market. Specifically, the Government of Finland in cooperation with Vietnam Chamber of Commerce & Industry (VCCI) opened training courses for businesses to update information. Project's activities as well as research group for Vietnam's enterprises in Nordic market. After viewing the information of Vietnam's businesses, Finnish project management will post on the website information about capacity of each business in Vietnam. Meanwhile, Finnish businesses are able to cooperate immediately with Vietnam's businesses without having to research or verify information about the business anymore (Vietnam Embassy Finland 2015; Vietnam Business Forum 2015.)

In another word, FLC contributed enhancing processing capacity of export products for Vietnam's agro-fishery enterprises. Accordingly, enhancing the accessibility of information, regulation and opportunities for businesses in Vietnam to join the Finnish market; supporting businesses in doing market research, seeking partners. Especially, FLC will support businesses to perfect the products which qualify the European standard such as quality, style, packaging, technical requirements and food safety; organize market research and conference where Vietnam's businesses could meet Finnish and Nordic importers. Moreover, trading market in Finland is generated by modern supply chain logistics with centralized purchase, thereby reducing the cost of goods as well as improving product quality. If Vietnam exports to Finland, it will benefit from the modern system, which will reduce the product cost (Vietnam Embassy Finland 2015; Vietnam Business Forum 2015.)

On the other hand, Finland has 90% agro-fishery products, all through three major distributors are S-Ryhma, Kesko, Stockmann (Vietnam Government Portal 2014). Meanwhile, these distributors are prestige members of European Retailers. If Vietnam's goods are imported to Finland, it will have more opportunities to expand to other neighboring markets. According to Mr. Claudio Karjalainen, Vietnam should select some key products for exporting to Finland and the Nordic countries. Currently, shrimps are being favored in this market, especially frozen shrimp and preliminary prepared shrimp. However, the cost of these products in Finnish market really expensive due to high shipping charges. Therefore, Vietnam's seafood exporters should find large distributors in Finland because this market is also the gateway to other markets. Besides, previously, most Finnish consumers require delicious products, quality assurance but currently, convenient, save time from cooking are main priorities. Even the frozen products also need processing to satisfy consumers' taste, such as frozen shrimps have to peel, etc.

Until 2014, two-way trade between Vietnam and the EU increased 6.5-7 times higher than in 2000. In 10 years, export to the EU always achieves high growth from 15-17% per year (Vietnam Economy 2015). Besides, between the Vietnam market with the Nordic market has supplement opportunity. Concretely, Vietnam has processing and production strengths while Nordic countries have advantages

in machinery and technology. Both parties may facilitate both import and export toward mutual development.



GRAPH 10. Main distributors in Finland (*adapted from Pamlehti 2015*)

3.2.4. Difficulties for Vietnamese shrimp in Finland

Vietnam's exported products always face technical barriers, be warned. Many fisheries experts said that is not exactly shrimp importing countries "create difficulties" but because Vietnamese shrimps did not meet the requirements of the market, especially on the issue of antibiotic residues exceeded the permitted level. In the antibiotics contaminated shipment, several businesses have been warned many times but still re-occur. This issue makes Vietnam's image is adversely affected in the world's market, many markets (including Japan) can stop importing shrimps from Vietnam if the situation does not improve. According to first 4 months' statistics of 2015, Vietnam was warned by the US, EU and Japan of banned substances and returned 36 lots of shrimp, nearly equal to 40% of last year's figure (Ministry of Industry and Trade 2015). The main reason is because farmers still have the habit of using antibiotics on shrimp for disease prevention. Every year, the local authorities still conduct several tests, sampling, etc. but the test results are not published, leading to the existence of low quality drugs and materials (Xinhuanet 2015).

Currently, tracking systems are capable of tracing the farming origin, processing to consuming shrimp in Vietnam. Most of Vietnamese shrimp products are unable to access to the source, leading to countries have to check the quality with probability. When a lot of shrimp has problem, then a series of products were tested with probability also have similar results. Especially in the first months of 2015, Vietnam's shrimp were in huge competitive pressure due to higher costs, resulting in higher export price than rival countries like India, Indonesia (Ministry of Agriculture and Rural Development 2015; Ministry of Finance 2015.)

According to international researchers, the limitation of Vietnam's shrimp industry mainly related to management. Despite being known as world's well known shrimp suppliers, but until now Vietnam has not been able to penetrate deeply into the global supply chain due to lack of experience in the organization. Vietnam's exported shrimp seems to remain stable, mainly process the orders from importers. Production system is still small and loose, caused by lack of leadership in the supply chain from strong enterprises. It requires from the propaganda, in order for businesses to realize the role of supply chain and chain leadership of strong businesses in the industry; thereby, creating incentives to help businesses involved effectively in the chain (Vietnam's Seafood 2015.)

In particular, food safety must be primary priority with concern about the quality of materials, in order to create environmental friendliness products, quality resources. Moreover, legal issues bind the product if consuming that products cause harmful to health, is also noted in the contract; packaging and labeling must have all necessary information so that consumers can quickly update all parameters they need to know before choosing the product; product must have full set of legal documents, etc. are very important notice when exporting in Nordic market. Grasped the trend of international economic integration, Vietnam's shrimp industry has changed the direction of exported products comply with international standards; more adequate with the requirements of importing market. However, compliance with international processes and standards have not been real (Vietnam's Seafood 2015.)

On the other hand, many shrimp exporters are still very confused about brand, brand development and especially do not know what tasks to be done, in order to develop brand for their products, especially in foreign market. The reason is easily to understand because brand conception is relatively new to many shrimp enterprises, but the important part is the businesses themselves are not really interested in and actively explore the basis knowledge of brand. Vietnam's exported shrimp businesses did not have association in promoting and branding overseas. Unlike the practices of the business community in South Korea, Japan and China, or operation rules of transnational corporations in the world, Vietnam often operate separately, lack of united structure as well as update information from exporting markets; thereby, Vietnam has many difficulties in promoting and branding. The main reason is because Vietnam does not appoint specific clue to build common image for Vietnam's exported shrimp and not yet create legally binding for those who manufacture and export of shrimp products. Shrimp businesses do not unite in building and developing a common brand for Vietnamese shrimp products (Ministry of Industry and Trade 2015.)

Brand communication for exported shrimp was implemented, However, the communication tools of Vietnam's shrimp enterprises mostly through trade fairs, specialized magazines, catalogues or through the internet; without accessing to more effective communication tool is television, especially on foreign television. Currently, businesses mainly implement as a single, promote brand of their own businesses, less exploit the interaction between individual brand and collective brand. Therefore, the common image of Vietnam's exported shrimp is difficult to build in consumers and public's mind. Vietnam's shrimp businesses did not have full awareness of interaction between individual brand and collective brand. Brand extension for Vietnamese businesses by extending many shrimp products is not really concerned. Most exported products export in crude form, less processed, low value because lack of technological lines in processing products and shrimp exporters think that the crude products can be sold easily with a much larger volume than processed products (Nguyen 2015.)

4. SOLUTIONS FOR BRAND DEVELOPMENT OF VIETNAM'S SHRIMP IN FINLAND

Chapter 3 about the export situation of Vietnamese shrimp in Finland already enhanced for this chapter. According to the analysis of figures and current situation as well as some difficulties for Vietnam when exported shrimp to Finland, this final chapter propose orientation and some brand development solutions, in order to increase value and maximize advantages of Vietnam's shrimp. Three solution and one orientation are mentioned below.

4.1. Improve brand awareness and management

Generally, brand awareness of shrimp producing and exporting businesses has positively changed. However, solutions from propaganda to action taken by the authorities, as well as the initiative from businesses, in order to help businesses fully aware of brand development for Vietnam's exported shrimp from which they can develop effectively through brand, avoid wasting resources when investing in brand (Ministry of Industry and Trade 2015.)

To raise awareness of brand development, businesses should participate in classes of relevant authorities such as Trade Promotion Bureau, Intellectual Property Bureau or VASEP. Currently, these authorities regularly organize training classes about integration knowledge, brand, as well as specific knowledge related to market access or export quality assurance. In addition, businesses and farmers can access information in order to raise brand and brand development awareness through improvement of mass communication, or reading fisheries journals like VASEP, they have weekly seafood magazine and web portal www.vasep.com.vn. The related authorities especially Ministry of Industry and Trade, VASEP, etc. need to propagate for businesses as well as those related to production and export of shrimp about the role of brand development (Ministry of Agriculture and Rural Development 2015.)

In addition, there must be alignment of all individuals, businesses, state authorities, associations involved in brand development for exported shrimp. Because in the process of brand development always hidden risks: just one product, or a business cause bad image and impression in consumers' mind, it can easily affect the brand image. Businesses should be aware of their rights and responsibilities on brand development, so enterprises should actively create association to jointly build brand. The government does not replace the job of businesses. But in order to successfully develop the brand, supports from the government, related authorities and associations is essential for Vietnam's shrimp exporters (Bao moi 2011; Vietnam Television 2011.)

4.2. Develop communication and trade promotion

Building, managing and developing brand is expressed through the program "Development of intellectual property in enterprises (Agenda 68)" of the Government by the Ministry of Science and Technology deployed since 2006, focused on project creation, management and development of collective brand, particularly associated with geographical indications was initially effective, leading to establishment of some shrimp's collective brand. However, the number of collective brand project is a modest one and only focus on orientation for the domestic market, no conditions to carry out in foreign markets (National Office of Intellectual Property of Vietnam 2013) 16 September 2010, the Prime Minister signed decision No. 1690 / QĐ-TTg, approval of developing strategy for Vietnam's fisheries until 2020, with a view: "develop fisheries into commodity production sector, with prestigious brands, high competitiveness in international economic integration, etc." This view represents the interest of the Government for the construction and development of a brand for seafood exports from Vietnam (Ministry of Agriculture and Rural Development 2014.)

Within the framework of the national trade promotion, applied since 2011, to support trade promotion activities, promote Vietnam's shrimp brand. Every year, Ministry of Industry and Trade cooperate with some authorities typically VASEP with international exhibition organizers often organize, support businesses to join

international trade fairs overseas such as the introduction of Vietnam's seafood exporters participated in the International Fisheries Fair IBSS in March annually held in the city of Boston, Massachusetts, USA; joined Brussels' Fair, Belgium, in April every year, etc. and organized thematic workshops on building and brand development for Vietnam's shrimp (Aquafeed; SeafoodExpo; Vietnam Breaking News 2009.)

4.3. Brand development with quality, hygiene and food safety

To successfully export in Finland, the experts said that businesses need to do the market research, consuming demand and assess the competitive capacity. However, distributors also recommended, Finnish consumers mainly consume fresh seafood from domestic market, neighboring countries. Therefore, Vietnam should penetrate through canned products for tourists, frozen products, semi-processed products, etc.

According to advice from Dr. Chalor Limsuwan, seafood disease researchers at Kasetsart University, Thailand, left a comment: What the Vietnamese farmers need to learn the sustainable shrimp farming, no disease, no environmental pollution. In the future, consumers do not only concern about antibiotic residues, but also require eco-friendly farming methods that do not adversely harm the environment as well as mangroves forest devastation, pollution of coastal sands. (Vietnam Seafood 2011.) Mr. Daniel Fegan, branch president of Asia - Pacific World Aquaculture Society gave advice: farmers in Vietnam should not develop shrimp farming investment too quickly. High volume in shrimp farming is not necessarily productive, which accounts for sustainable development that means cost less for environmental remediation, no diseases, no mangrove forest deforestation. Responsibility for sustainable development of shrimp farming should belong to the State and associations. In addition, enterprises need to improve their responsibility for the ecological environment, while complying with environmental standards, such as ISO 14001 (ISO 14001 is a set of standards for environmental management system (EMS). The purpose of the system is to help organizations

protect the environment, prevent pollution and continuously improve EMS (Saigon Economy 2005).

To let Vietnam conquers difficult markets and high value, the industry has developed a roadmap about development of shrimp farming areas, improved shrimp extensive farming, etc. Importantly, application of farming process and qualified standards could be mentioned such as VietGAP, GlobalGAP, ASC, BMP, etc. On the other side, building brand "shrimp of Vietnam" step by step distributes directly to supermarkets in foreign markets. Enterprises producing and processing Vietnam shrimp exporters should consult the requirements of each export market, especially in the major export markets.

Vietnam's businesses should consult the requirements from importing countries. For example, In EU market, the quality management system (ISO 9000) is mandatory for firms when producing exported seafood to the EU market (Communist Party of Viet Nam 2011). In addition, the EU regulations on fishery certification mentioned in Regulation No. 1005/2008/EC on 29 September 2008 by the European Commission on setting up systems to prevent, stop and suppress illegal fishery exploitation, unreported and not prescribed (IUU Regulation) issued from 1st January 2010, stated: fishery products imported into the EU after 1st January 2010 must have certificates of fishing. The authority of the fishing country needs to verify that seafood is caught on board are in accordance with the provisions of international law and conservation of fisheries resources. This certification must be validated by the authority (European Commission 2008.)

The supply of the right type and quantity, quality on demand will be fundamental factors to ensure trust, credibility for buyers, for importers. Vietnam's shrimp enterprises should "say no" to counterfeiting, fake brand, etc. should not supply shoddy goods, cheat consumers, provide untrue information about the products. Especially Vietnam's shrimp enterprises should avoid lowering the selling price of exported shrimp, causing damage to the public image of Vietnam in the world's market. Hence, we can help reduce the anti-dumping lawsuits (Boles 2014.)

4.4. Brand development model for Vietnam's shrimp in Finland

Several orientations to develop brand for Vietnam's exported shrimp during 2020-2030 are mentioned as following. Currently on many forums, seminars, or journals, etc. many experts believe that Vietnam have to build collective brand for shrimp. Because shrimp needs to exploit the factors relating to indications of origin, in order to create association to quality and superior characteristics, the differences of the product. Collective brands associated with the geographical indications will bring its own new energy and minimize the misuse of businesses outside the region and outside the association. In the early stage of collective brand development for business, the strength of business's individual brand business will support for collective brand image, later when the collective brand is recognized, it will support back a lot for business brand. Particularly, those brands are new on the market. Building collective brand does not mean that involved businesses must leave or dilute their own business brand, which was painstakingly built by the combination both individual brand and collective brand; therefore, it will create interaction and better mutual support and continuously strengthen the trust of consumers and importers to Vietnam's exported shrimp. It has a very positive impact on collective brand development.

Brand development for Vietnam's exported shrimp will rely on the development of collective brand for major product groups through strong exporter such as Minh Phu Seafood Corp, Quoc Viet Co, Bianfishco), and brand development through geographical indications, for example "shrimp of Vietnam". Brand development model will make use of the geographical factors, exploit prestige brand of powerful enterprises in the sector and coherence as a collective brand for all of Vietnam's shrimp exporters; thus to enhance brand value, improve the value of export turnover for Vietnam's shrimp exporters on international market (Ministry of Agriculture and Rural Development 2008.)

Vietnamese shrimp is the key exported product for Vietnam's fisheries sector. Thus, the strategy for Vietnam's shrimp is "leading the market". The strategy suggests scenarios for shrimp, addressing two segments: first segment is high-quality products for stern markets (of course with much higher price compared to

other competitors) and second segment is lower quality products for complaisant markets, with lower price, even price competition with rivals (Le 2008). From this approach, building brand for shrimps, Vietnam should focus first and foremost for the first segment (market leaders in quality and supply capability, to meet the requirements of the market) should approach as a collective brand; Besides, the strategic for the second segment is to compete on price (only limited to a few areas of the market). Collective brand development does not need to focus in the current phase. It will help non-eligible can still process and export its products to stern markets without affecting the brand image of collective brand. With this orientation, brand communication activities should be concentrated in some key markets where Vietnam's shrimp have been well- known, thereby to confirm the position and image for Vietnamese shrimp.

To develop good brand for shrimp in the first segment, standardize the brand identity and promptly register for brand protection in the current market, in order for Vietnam's businesses to develop trade its individual brand instead of merely indicate the origin of the brand. In general basis, Vietnam will have chance to widely promote for exported shrimp. Take Norway as evidence, "Norwegian salmon" is all the same across 5 continents, 4 seas, 7 days a week/ 12 months and 365 days. Maintain market share in major markets (EU, Japan, USA), while constantly expanding market to increase market share in other potential markets (China, South Korea, Middle East, Canada, Australia, Eastern Europe, Central America and South America, etc.) Enhance the value of export turnover through reducing of crude exports, export through distribution; increase exported shrimp which meet international standards; develop direct distribution of shrimp products in foreign markets. In the shortest time, Vietnam's shrimps are presented in supermarkets with brand name "shrimp of Vietnam". Therefore, the value-added from products will be confirmed and less be blocked in exporting shrimps (Ministry of Agriculture and Rural Development 2015; Viet Nam Seafood 2015.)

Enhance supply chain for exported shrimps, towards a common collective brand. Firstly, propagate about the role of supply chain in exporting shrimp, which emphasizes the leadership role of the strong businesses in the chain. With our

potential, strong businesses with experience in the world's market, their brand has now reputed for importers, they will know how to develop and sell anything, with any market, quality meets international standards. Thus, smaller shrimps will become the "centipede legs" for strong enterprises, guarantee hygiene and quality; all for a common brand for Vietnam's exported shrimp.

Supply chain needs cohesion and operated by business leaders of the chain. Accordingly, strong businesses - chain leaders need to classify customers, watch out for the market situation, thereby to ensure the demand from importing countries. They must play a major role in the sales process, responsible for the quality of exported shrimp. Remaining members can just do the farming, supply, purchase shrimp or take part in processing exported shrimp with strong businesses. Always ensure the responsibilities, stability of raw material input, promote cohesion and trust in the success of the chain. Small businesses may be merged or linked together into larger enterprises, better undertake as a member of the chain (Ministry of Finance 2015.)

For example, Minh Phu Seafood Corporation, is regarded as one of the strongest businesses in the fisheries sector in Vietnam, is 23rd position in Top 100 list of the largest fisheries enterprises in the world 2014 (Undercurrentnews Magazine, specializing in seafood products in UK), with experience in exporting seafood to major markets such as the EU, the US, Japan; with many years of participation in international fair which formed seafood supply chain, with the desire to better support farmers, a closed supply chain to ensure quality from input to exported shrimp products (Undercurrent News 2014). So small local businesses should link with Minh Phu Seafood Corporation and become one of the members in the supply chain. Especially Minh Phu Seafood Corporation just built cold storage with advanced technologies, best design solutions, low energy consumption which meet the standards for frozen preservation. If Vietnam's shrimp producers actively involved in the supply chain with leadership belongs strong businesses, leading to lawsuits will reduce, profit rises and brand image of Vietnam also become more beautiful in the eyes of consumers and foreign importers (Ministry of Finance 2015; Vietnam Breaking News 2015.)

5. CONCLUSION

Compared with many other sectors, the fisheries of Vietnam in general and exported shrimp in particular have many advantages in terms of natural and human resources. But that advantage did not really bring us successful, particularly our shrimp products appear in Finnish market, but still did not have 'product of Viet Nam' on the market. This thesis "Developing a brand for Vietnamese shrimp in Finland" was established to assess the situation of Vietnam's exported shrimp, therefore orientations and suitable solutions are initiated.

The thesis firstly addressed new approach of brand and brand development concept, compared with previous researches. Moreover, the thesis has given the basic contents for brand development of Vietnam's exported shrimp as well as experience of brand development in some countries such as Thailand, Norway. Secondly, the thesis assessed the brand development situation of Vietnam's exported seafood, in the world and the EU. Thirdly, based on the assessment of the situation, the thesis proposed orientations and solutions for Vietnam in the near future.

The above result is the contribution of both theoretical and practical part of the thesis which contributes to increase brand value as well as the value of Vietnam's exported shrimp, empower and maximize the advantages of Vietnam's shrimp in particular and the fishery industry in general.

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